

**STATEMENT OF WORK
SERVICE DELIVERY SUMMARY
(Revised 1 Jul 2008)**

Period of Performance (POP): 1 Jan 08 – 31 Dec 08

CONTRACT NO: F61521-03-D-5002

TO# 5001

TASK TITLE: Advisory and Assistance Services (A&AS) support to the 603d Air and Space Operations Center, United States Air Forces in Europe.

1. AOC Configuration Management

The contractor shall provide support of Enterprise Integration Management and configuration control of the USAFE AOC Weapon System. In support of this requirement, the contractor shall support up to two concurrent taskings or activities.

The contractor shall ensure that the configuration of the AOC system is known at all times and that system status is reportable at all times. The contractor shall identify and maintain cognizance over the installed USAFE AOC weapons system baseline. This activity shall consist of creating AOC weapons system architecture, AOC Weapons System Configuration Management Policies, configuration inventories, and coordinating and supporting the AOC Configuration Management process.

The contractor shall develop and manage the process for reviewing, approving and implementing changes to the AOC systems in conjunction with the System Program Office (ESC/OC2SG) Hanscom AFB and Langley AFB). The system configuration shall be managed to the computer subcomponent level (e.g. network card, hard disk drive), software application level (e.g. Theater Battle Management Core Systems (TBMCS), Air Order Data Base (AODB) and electronic cryptographic key/key management software), communication subcomponent level (e.g. power supply, antennas, cryptographic equipment, and operating system software) and facility feature level (e.g. power/heating/cooling, floor loading, physical layout, etc.) for the current compound (Bldgs 93, 95, 96, 97, 98, 100 and 543) and future facilities. The contractor shall produce a monthly configuration report (see para 2.0).

The contractor shall use industry best practices to manage the AOC configuration. The contractor shall participate in all USAFE AOC related configuration panels and change boards. The contractor shall generate all reports and documentation needed to communicate AOC system configuration and status. The contractor shall report system compliance with downward-directed HQ USAFE, Air Force and joint-level programs directives to meet weapon system requirements.

The contractor shall provide support to on-site installation of AOC baseline and non-baseline systems/components.

The contractor shall provide execution management support to HQ USAFE/A3Y. Execution management shall ensure that the myriad of ongoing activities within the USAFE C2ISR management domains are performed in accordance with the execution direction. This execution management is to ensure program plans are aligned with the approved capabilities structure, provide a common architectural context, track execution through status reporting, and control changes through certification and configuration control.

The contractor shall assist in the preparation of staffing documents (e.g., bullet background papers, briefings, memorandums, staff summary sheets) addressing issues and concepts such as system lifecycle support, system integration, and configuration management for the AOC weapons system.

The contractor shall assist in the development and update of AOC-based documentation and publications and the HQ USAFE/A3Y Web site.

.Must have configuration management experience of a large system of systems. Experience of systems engineering and information assurance is desired.

**The AOC portion of the CM position is mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement is TS/SCI.**

2. AOC Systems Operations, Integration and Engineering Support

The contractor shall provide technical support for all AOC servers, computer, network and communications systems including AOC systems and networks. The contractor shall assist Government system and network administrators to support network and system operations, system engineering and local support for AOC systems. In addition, the contractor shall assist Government agencies to identify and evaluate existing and future systems that are or could be integrated into, accessed from, or demonstrated from computer systems within or supporting the AOC. The support shall incorporate planning, integration, installation, and testing for the unclassified, secret, and top secret/sensitive compartmented information (TS/SCI) mission systems.

The contractor shall assist the Government staff to ensure the AOC systems are operationally ready for all exercise and training events, correct any associated AOC database and connectivity problems prior to exercises, analyze identified system or network problems, to troubleshoot, isolate faults, assist in diagnosing computer system failures. The contractor shall assist the Government in documenting corrective actions that were taken to resolve system trouble calls. The contractor shall assist the Government to elevate identified problems to the AOC systems Theater Support staff or Tier 2 if the trouble ticket is not resolved within 4 duty hours. The contractor shall assist to analyze operational requirements and make recommendations/proposals for incorporating requirements and systems (current and future) into the AOC operational and baseline structure. The contractor shall assist the 603d AOC to manage AOC system local-area-networks (LANs), the TBMCS Boundary Security System (BSS). The contractor shall propose and implement approved solutions to problematic systems/subcomponents that contribute to substantial downtime/system non-availability or consume an inordinate amount of time or money to keep functional.

The contractor shall provide system administration and advanced troubleshooting support for unclassified, and secret mission systems. System/network administration includes configuration control, operation, cryptographic, and maintenance assistance for the current computer/communications systems and for the four communications networks (consisting of the unclassified, secret/US only, secret/releasable NATO, and US TS/SCI local area networks) within the AOC, and the Presentation Projection Systems (PPS). The contractor shall have general familiarity with the various application packages used within the AOC, in order to demonstrate utility to operations, provide familiarization training, and determine whether systems are functioning properly and be STU III and STE knowledgeable.

The contractor shall assist Government agencies to provide Systems Engineering (SE) technical services to include the design, recommendations, and implementation of complex hardware and or software solutions of multiple operating systems to maximize intelligence system capabilities. The contractor shall also provide technical services to include systems management, interoperability, configuration and operational capability and limitations, basic Commercial Off The Shelf (COTS) software integration, and provide site surveys as directed. The contractor shall perform system management duties on intelligence systems such as FalconView, Command & Control Personal Computer (C2PC), IntelOffice, Geospatial Product Library (GPL), Image Product Library (IPL), Interim Targeting Solution (ITS), and Secure Internet Protocol Routed Network (SIPRNET).

The contractor shall assist in responding to routine requests for support such as: establishing and maintaining system user accounts, configuring file permissions, and print queues; loading and configuring software updates and patches; performing system backups; evaluating user problems; and evaluating system and network operating problems.

The contractor shall document system availability and operator up-time in an as needed report. All measures taken to ensure system availability shall be documented. Any recommendations for system improvement or policy/procedure change shall be documented in the as needed report.

Contractor shall provide systems engineering support for Intelligence related systems. The contractor shall provide Systems Engineering (SE) technical services to include the design, recommendations, and implementation of complex hardware and or software solutions of multiple operating systems to maximize intelligence system capabilities. The contractor shall also provide technical services to include systems management, be knowledgeable in system interoperability, configuration and operational capability and limitations, basic COTS software integration, and provide site surveys as directed.

The contractor will provide Solaris Unix and Windows Active Directory 2000+ system administration and management for all the various systems and servers within the AOC.

Non-TBMCS Support:

Contractor will provide server, user, and data, administration for the following applications:

InfoWorkSpace (IWS) and mIRC server

Joint Automated Deep Operations Control System (JADOCS)

Image Product Library (IPL).

GALE-LITE

Joint Weather Information System (JWIS)

Portable Flight Planning Software (PFPS) (FalconView, etc along with the GPL tie ins)

Modernized Integrated Database (MIDB) to Interim Targeting Solution (ITS) connectivity

IntelOffice

Space Battle Management Core System (SBMCS)

TBMCS Support:

Contractor will provide support to the US and NATO Force Level Theater Battle Management Core Systems (TBMCS-FL) as well as TBMCS-AOC integration and interoperability. Specifically, TBMCS support includes user management and training, network management, Oracle, Sybase and LDAP database management, OS management, Exchange server management, email and AMHS

(IRIS) messaging management, Windows Active Directory enterprise domain administration, joint service application interoperability and integration (Army systems), WEBLOGIC server administration, Plumtree Portal management administration, Common Client administration, and management of all internal TBMCS applications.

The contractor will be versed in the operation and administration of the internal TBMCS applications to include, but not limited to:

Theater Air Planner (TAP)

Execution Management Replanner (EMR)

Execution Status and Monitoring (ESTAT)

Master Air Attack Planner Tool Kit (MAAPTK)

IRIS Automated Message Handling System (AMHS)

Also IRIS Interoperability with Army (TAIS, AFATDS, AMDWS) and Sim systems (AWSIM, PTT)

Web Based Airspace Deconfliction (WEBAD)

Airlift Import (ALI) (Air Mobility Division C2IPS and GDSS/GDSS2 interface within TBMCS)

Joint Targeting Toolkit (JTT)

ATO/ACO Tool (AAT)

TBMCS Utility for Configuration (TUC)

Defense Information Infrastructure Common Operating Environment (DII COE)

User Profile Management (UPM)

The contractor will also provide user training and support when needed on all internal TBMCS applications.

**Contractor positions supporting this requirement are mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement Secret/TS/SCI**

3. Information Assurance

The contractor shall provide technical expertise to support the integrity and operation of the AOC systems and networks in accordance with Air Force Instruction (AFI) 33-204 "Information Assurance (IA) Awareness Program." The contractor shall support those operations that protect and defend information and information systems and ensure their availability, integrity, authentication, confidentiality, and non-repudiation. The contractor shall review and make recommended improvements to policies and procedures for identifying, controlling, and protecting unauthorized (accidental or intentional) disclosure, modification, or destruction of information or denial of service.

The contractor shall support the definition, approval and implementation of system/information security policy. The contractor shall analyze (theory, testing, software engineering, and validation and verification) and assist the government in the preparation of new or updated DOD Information Technology Security Certification and Accreditation Process (DITSCAP) System Security Authorization Agreement (SSAA) packages for USAFE AOC systems by generating discrete portions of DITSCAP documentation package regarding confidence measures necessary to gain designated accreditation authority (DAA) approval for AOC systems document in a System Security Accreditation Agreement (SSAA). Manage and report to AOC leadership on AOC security posture, reflecting all IA disciplines. Facilitate USAFE/DAA approval (Certificates to Operate) of all AOC

systems. . Contractor shall be fluent in DoD IA certification and accreditation processes.

The contractor shall observe and assist with security accreditation testing, document security issues, recommend security enhancements, and assist the USAFE CSS to maintain and update security data, policies and procedures for USAFE AOC systems.

In support of this requirement, the contractor shall support up to two (2) concurrent taskings or activities

**Contractor positions supporting this requirement are mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement is TS/SCI.**

4. Intelligence/Surveillance/Reconnaissance Division (ISRD) Training

The contractor shall construct and maintain training plans for the Intelligence, Surveillance, Reconnaissance (ISR) division (ISRD) and ISR teams (analysis, correlation and fusion; ISR strategy, plans and Processing, Exploitation and Dissemination (PED) management; targets/Battle Damage Assessment (BDA) as well as Information Operations Division (Offensive and Defensive Ops team and the Perception team) within USAFE's AOC in accordance with Air Force Instructional Systems Development processes (AFH 36-2235, Vol 11) and applicable Air Force Instructions (AFI). Links training plans to meet AFI 13-1 Vol I, multiple intelligence Air Force Specialty Codes (AFSCs) Career Field Education and Training Plans (CFETPs) and USAFE AOC standards. The contractor is responsible for overall maintenance of ISRD and Information Operations Support Team (IOST) personnel's AF Form 797s (six-part training folders). The contractor shall assist in the development of USAFE AOC standard operating procedures (SOP) and AOC tactics, techniques and procedures

(TTP). Works with HQ USAFE/A3Y to schedule ISRD personnel for formal AOC training and HQ USAFE/A2 for formal intelligence training courses. Attends AOC/intelligence training conferences on behalf of the AOC commander. The contractor shall also assist the IOST training function, and other AOC division training functions as directed to ensure overall mission readiness of the 603d AOC.

Contractors must have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions., with emphasis on ISRD operations.

**Contractor positions supporting this requirement are mission essential and deployable
Minimum security requirement for contractors supporting this requirement is TS/SCI.**

5. Other 603d Air and Space Operations Center (AOC) Training

The contractor shall construct and maintain training plans for divisions within USAFE's AOC in accordance with Air Force Instructional Systems Development processes (AFH 36-2235, Vol 11) and applicable Air Force Instruction(s) (AFI). Links training plans to meet AFI 13-1 Vol. I, multiple intelligence AFSCs CFETPs and USAFE AOC standards. Responsible for overall maintenance of personnel's AF Form 797s (six-part folders). The contractor shall assist in the development of USAFE AOC standard operating procedures and AOC tactics, techniques and procedures. The contractor works with HQ USAFE/A3Y to schedule AOC personnel for formal AOC training and attends AOC training conferences on behalf of 603d AOC/CC.

Contractor must have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions.

Contractor positions supporting this requirement are mission essential and deployable.

Minimum security requirement for contractors supporting this requirement is Secret.

6. Exercise Planner

The contractor shall provide USAFE AOC exercise and training support: Provide guidance, advice, and technical assistance in the development of operational plans and orders and time-phased forced deployment data (TPFDD) to support exercises. Provide analyses for specific exercises, participate in all planning conferences, prepare decision briefs as required, provide structure and guidance information to AOC divisions participating in exercises and keep the AOC/CC informed of all developments and provide assistance during the execution of exercises. Specific duties may include scenario development, coordination of national agency support before and during exercise execution, production of exercise materials, operational and tactical materials and inputs, and the development of intelligence and battle damage assessments for participants. Provide over-the-shoulder instruction to AOC leaders (e.g., AOC Director, Division/Team Chiefs) during exercises and other training events. Advise/assist warfighters in AOC activities, such as JAOP/ACP/ADP/AOD development, joint targeting, Master Air Attack Planning, Combat Execution, and assessment. Advise/assist staff principals in AFFOR HQ staff operations/plans staff activities such as force requirements; force flow, joint reporting system, and C2 center operations. Represents the AOC/CC at Joint Exercise Life Cycle (JELC) planning events and conferences.

Contractor shall have extensive experience in exercise and real-world air operations planning, with emphasis on theater-level command and control. Contractor will have significant experience in the air strategy process. Formal AOC FTU training is preferred. Experience in joint/coalition operations is also desired.

Contractor positions supporting this requirement are mission essential and deployable

Minimum-security requirement for contractors supporting this requirement is Secret.

7. Information Operations

The contractor shall effectively manage Joint and USAF IO programs for the Information Operations Team (IOT) covering all areas of Information Operations with a primary emphasis and concentration of work effort on Influence Operations within the USAFE AOC. Integrate all aspects of IO into the IOT, to include recommended courses of action, concepts, policy and doctrine, and integrate these tenets into operations and exercises at the operational- and tactical-level of warfare; define requirements and conduct assessments of operational capabilities of IO programs including conducting operational analysis of IO during AOC operations; conduct an on-going analysis of IO specialist training requirements for exercise and other training opportunities with particular emphasis on systems capabilities for the purpose of achieving operational Information Superiority during real-world operations and exercises; monitor real-world operations and training exercises for lessons learned in applying IO capabilities, and incorporate the lessons learned into the training plan; provide recommended courses of action and schedules for effective program management, perform “lessons

learned” analyses, identify functional shortfalls and deficiencies, and manage existing and proposed IO programs modifications and upgrades; provide expert analysis and recommendation to NAF on development, procurement, and employment of IO systems, such as IWPC; support and attend reviews, working groups and other meetings and briefings related to program management...

As a secondary role, the contractor shall construct and maintain training plans for the IOT covering all areas of Information Operations within the USAFE AOC in accordance with applicable Air Force Instructions (AFI) and Air Force Handouts (AFH), as well as coordinate training with the USAFE AOC’s training section. The IOT training plan should be in accordance with AFI 13-1 Vols 1 & 3, AFTTP 3-3.60, and specific USAFE AOC guidance and standards. The contractor is responsible for overall maintenance of IOT personnel's AF Form 797s (six-part training folders). The contractor shall assist in the development of USAFE AOC standard operating procedures (SOPs) and AOC tactics, techniques and procedures (TTPs). The contractor shall work with HQ USAFE/A3Y and USAFE AOC’s training section to schedule IOT personnel for formal AOC training and with 39 IOS for Information Operations Integration Course enrollment. The contractor shall attend AOC training conferences on behalf of the IO Team Chief. Contractor shall have significant experience in formal training processes, and an appreciable understanding of how a Falconer weapon system functions, with emphasis on Information Operations.

Contractor positions supporting this requirement are mission essential and deployable.

Minimum-security requirement for contractors supporting this requirement is TS/SCI.

8. Unit Deployment Manager

The contractor shall serve as the 603d Air and Space Operation Center’s (AOC) Unit Deployment Manager, responsible for two core task sets: the unit’s monthly readiness reporting and deployment readiness for all assigned AOC and 603d Air and Space Communications Squadron (ACOMS) personnel. The contractor shall produce the monthly Status of Resources and Training System (SORTS), Defense Readiness Reporting System (DRRS) and Air Expeditionary Force (AEF) Reporting Tool (ART) combat readiness reports (15 hours/week). This task requires past experience with these reporting systems; coordination with the unit’s Director of Staff, Chief Enlisted Manager and the ACOMS for supporting data; and coordination with respective USAFE and 3 AF directorates to integrate unit data and status for high-headquarter reporting. Once expertise is achieved, the contractor shall share these skills with active duty personnel serving as Unit Deployment Personnel. Additionally, the contractor shall ensure all assigned personnel meet all requirements needed for deployment (20 hours/week). This includes maintaining mobility readiness folders for 230 assigned AOC and 90 assigned ACOMS personnel, scheduling and ensuring all pre-deployment training is accomplished, coordinating and validating all personnel deployment taskings with the Installation Deployment Office, Personnel Readiness Unit and the AOC Functional Area Manager (USAFE/A3YC), to include timely completion of associated orders, as well as re-integration requirements upon return. The unit typically has approximately 40 personnel, or about 15% of its assigned manning deployed at any one time. The contractor shall be the Reception, Staging, Onward-Movement and Integration lead for all AOC contingencies and exercises, thereby effectively integrating all augmentee personnel, as many as 450 for the annual large-force exercise. During this annual two-week exercise, a 12-hour work day and weekend overtime are likely. The contractor shall have a working knowledge of the Command Man-Day Allocation System (CMAS) in order to annually validate and manage approximately 5,000 Military Personnel Appropriation (MPA) man-days, which

are used to backfill active duty manning shortfalls with Guard and Reserve personnel (5 hours/week; more during contingency or exercise preparation).

Contractor position supporting this requirement is mission essential, but no expected to deploy. Minimum-security requirement for contractor supporting this requirement is US Secret.

9. Information Management and Web Page Development/Maintenance

The contractor shall provide technical support for AOC web-based applications and/or web-accessed servers under the direct control of ACOMS/AOC system administrators and be knowledgeable about LANs, WANs, networked attached storage, backup and restore concepts, network operating systems to include Microsoft Server 2000+ and Active Directory. The contractor shall assist Government system and network administrators to support web-based and/or web-accessed servers. In addition, the contractor shall identify and evaluate existing and future systems that are or could be integrated into, accessed from, or demonstrated from computer systems within or supporting the AOC. The support shall incorporate planning, integration, installation, and testing for the unclassified, secret, and top secret/sensitive compartmented information (TS/SCI) mission systems.

The contractor shall assist the Government staff to ensure the AOC web-based and/or web-accessed servers are operationally ready for all exercise and training events, correct any associated AOC database and connectivity problems prior to exercises, analyze identified system or network problems, to troubleshoot, isolate faults, assist in diagnosing computer system failures. The contractor shall assist the Government in documenting corrective actions that were taken to resolve system trouble calls. The contractor shall assist the Government to elevate identified problems to the AOC systems

Theater Support staff or Tier 2 if the trouble ticket is not resolved within 4 duty hours. The contractor shall assist to analyze operational requirements and make recommendations/proposals for incorporating requirements and systems (current and future) into the AOC operational and baseline structure. The contractor shall assist the 603d AOC to manage AOC web-based applications and servers such as: Microsoft Sharepoint, Microsoft Server operating system with extensive Microsoft Integrated Information Server (IIS) experience, Microsoft SQL Server, Oracle, and Remedy.

The contractor shall be an experienced programmer in the following languages and have extensive web development expertise: Active Server Pages (ASP) .NET and Javascript.

Minimum-security requirement for contractors supporting this requirement is Secret.

10. TBMCS Database Manager

The contractor shall be responsible for the daily update of the TBMCS databases to include the Oracle-based Air Order Database (AODB). The contractor will be proficient with the use of the Unix database system and all of the operations- and plans-oriented functions within TBMCS as well as the web-based interface with the unix system. They must be able to trouble-shoot errors with the various databases and assist AOC members with the utilization of those databases. The contractor will provide training and exercise support, as well as real-world support. They will be familiar with the basic functions of a Falconer weapon system and how those functions utilize TBMCS. The contractor will assist in coordinating efforts to integrate TBMCS with other non-US systems such as NATO's ICC

system. They will coordinate with AOC Systems Operations, Integration and Engineering team as necessary for sysad support.

The contractor SHALL:

- Have extensive experience with the ATO development process
- Have extensive knowledge of ATO Production using TBMCS 1.1.3
- Be able to troubleshoot ATO publishing problems
- Be able to interface TBMCS with MAAP Toolkit (MAAPTK)

Contractor position supporting this requirement is mission essential and deployable Minimum-security requirement for contractors supporting this requirement is Secret.

11. Requirements and Operations Concept Support

The contractor shall assist in managing, implementing, standardizing, and coordinating AOC Spiral Development Integrated Product Team (SDIPT) activities. These AOC SDIPT activities include: AOC Weapons System requirements definition, baseline change management, Spiral/Increment/Block baseline/prioritization, planning, system evaluation and testing, and sustainment analysis. The contractor shall participate in SDIPT meetings, requirements meetings, and working group meetings that support AOC integration with USAFE AOC C4I systems. In support of this requirement, the contractor shall support up to one concurrent tasking or activity.

The contractor shall assist HQ USAFE/A3YC with periodic reviews of the Command and Control Requirements Identification Database (C2RID) and make recommendation for review, approval, and prioritization.

The contractor shall assist HQ USAFE/A3YC by developing updates to the USAFE AOC Systems Road Map. The USAFE AOC Systems Road Map shall identify shortfalls, gaps, redundancies, and outyear program resources, make recommendations to fill gaps and shortfalls and to eliminate redundancies in the capabilities of USAFE. The contractor shall incorporate changes resulting from system upgrades, interim systems, new or emerging systems, deficiencies of existing systems, and unit mission changes. In some cases, access to this data will require the contractor to visit USAFE units.

The contractor shall assist HQ USAFE/A3YC by incorporating validated requirement changes received from Electronic Systems Center (ESC), Air Force Command and Control Intelligence, Surveillance, and Reconnaissance Center (AFC2ISRC), Pacific Air Forces (PACAF), Air Combat Command (ACC), or related agencies and into the USAFE AOC Systems Road Map.

The contractor shall assist HQ USAFE/A3YC by developing USAFE AOC Systems Road Map briefings for the AOC Force/Unit-level Working Groups, the AOC Steering Group, or other briefing requirements, when requested.

The contractor shall assist HQ USAFE/A3YC to develop and/or coordinate Concepts of Operation (CONOP) and Concepts of Employment (CONEMP) documents related to C2 and AOC functions; develop/coordinate methodology and procedures to exercise/validate existing CONOP and CONEMP documents supporting AOC and/or C2 Above Wing Level (C2AWL) requirements; integrate AOC systems, processes, and procedures with related C2AWL requirements; and develop long-range plans for acquisition, integration, and employment of deployable AOC systems to meet operational requirements throughout the USAFE area of responsibility.

The contractor shall support base-lining, standardization, modernization, and sustainment of the USAFE AOC weapon system and maintain metrics for status reporting to USAF and CAF commanders on AOC capability and funding.

When requested, the contractor shall participate in or lead cross-functional process action teams, and coordinate proposals and planning efforts with organizations including the USAFE Numbered Air Forces (NAF) and wings, United States Air Force (USAF), and Joint Staff. The contractor shall assist in coordinating with USAFE units/organizations to validate USAFE AOC manpower, and system requirements needed to meet stated of the USAFE AOC mission objectives.

Minimum-security requirement for contractors supporting this requirement is Secret.

12. Theater Air Control Systems Integration and Support

The contractor shall provide personnel with functional expertise in support of Theater Air Control Systems (TACS) issues. In support of this requirement, the contractor shall support up to one concurrent tasking or activity.

The contractor shall assist HQ USAFE/A3Y in managing TBMAOC and TACS programmatic issues and requirements for the Directorate of Operations and shall provide systems functional assessments and document operational concepts and architectures, integrate operational processes, develop logistics support concepts, and operational strategies for USAFE AOC and TACS systems such as TBMCS and associated NATO command and control systems.

The contractor shall assist in the integration of AOC and TACS systems exercises for wing and MAJCOM level training exercises and facilitate interoperability with NATO C2 systems.

The contractor shall assist in the preparation of staffing documents (e.g., bullet background papers, briefings, memorandums, staff summary sheets) addressing AOC and TACS system requirements for manning, training, exercises, and programmatic issues and concepts such as system lifecycle support, system integration, and training support.

Contractor positions supporting this requirement are mission essential and deployable.
Minimum-security requirement for contractors supporting this requirement is Secret.

13. HQ ACC Liaison

The contractor shall provide personnel with functional expertise in tactical and operational command and control to represent the 603 AOC and HQ PACAF/A3a at HQ ACC, , GCIC, ESC, and Air Staff as appropriate. The liaison shall be very experienced with Air and Space Operations Center (AOC) requirements, operations concepts, systems, resources (money and manning), organizational structures, key decision makers, issues and challenges, training, deployments, relationships and future plans. In addition, the liaison shall have a thorough understanding of other C2 elements of the Tactical Air Control System, with specific emphasis on Control and Reporting Centers (CRC), Air Support Operations Center (ASOC) and Tactical Air Control Party operations (TACP). The level of understanding should be such as to know touch points with the AOC, general CONOPS and CONEMPS applicable to the CRC's, ASOCs, TACP's as well as equipment, manpower and training issues as they relate to USAFE and PACAF units.

The liaison will routinely interface with the AOC CAF lead (ACC/A3C) and monitor and report on CONOP/CONEMP development, policy and guidance, training, CAF budgetary issues, ARC augmentation support and other issues as they relate to USAFE interests. The liaison will interface routinely with ACC/A3C readiness personnel to ascertain changes in policy and or tasks regarding AEF rotational requirement, deployments, as well as UTC developments and represent USAFE positions during ensuing discussions. The liaison will report issues of concern to USAFE/A3Y and PACAF/A3A as required.

The Liaison shall attend the AOC Sustainment Working Group (SWG), Requirements Working Group (RWG), and Integrated Product Team (IPT) conferences as directed. When designated, the liaison will represent USAFE/PACAF interests at said conferences and working groups. Additionally, when USAFE/PACAF AF personnel attend these working groups/conferences, the liaison will provide direct support to those personnel as required. The liaison will attend the AO level C2GOSG agenda development meetings with ACC/A8C, AF/A3OY, and ACC/A3C. The liaison will support USAFE/A3Y and PACAF/A3A efforts to prepare senior officers attending the C2GOSG, and will provide direct support to those attending, as requested

Because the 603d AOC is the senior element of USAFE's TACS, the liaison shall attend the CRC Requirements Working Group (RWG) and the Requirements Review Board (RRB) and represent USAFE interest as required. The liaison shall attend appropriate portions of the Realistic Training Review Board (RTRB) held periodically at Langley AFB. The liaison shall attend the Joint Close Air Support (JCAS) conference as directed by USAFE/A3Y. PACAF has three AOCs which creates a unique set of command and control relationships. The Liaison should be sufficiently aware of PACAF-unique TACS issues to represent PACAF viewpoints on various issues as well as recognize situations requiring additional guidance from PACAF/A3A.

The liaison shall interface with ACC/A3Y and PACAF/A3A on other elements of the TACS (airborne and ground) and report changes in requirements, operations concepts, systems, resources (money and manning), organizational structures, key decision makers, issues and challenges, training, deployments, relationships and future plans to USAFE/A3Y and PACAF/A3A.

The liaison shall report all relevant AOC issues to the 603d AOC/CC at least monthly. The liaison will communicate relevant AOC issues to PACAF/A3A points of contact who shall determine further distribution to the appropriate AOC/CC(s).

The liaison shall interface with ESC, ACC/A8C and ACC/A3C personnel on issues relating to the fielding of new AOC systems and the sustainment of existing systems. The liaison shall routinely interface with ACC/A8C on issues relating to fielding of new systems to the CRC's, ASOC's and TACP's, as well as, the sustainment and/or upgrade of existing systems. The liaison shall attend such meetings/working groups as appropriate that shall support the development/ sustainment of aforementioned weapons system. An example of such meetings is the CAFROCC or the war fighter Urgent Capability Needs (WUCN) request discussions.

The liaison shall review new CONOPS/CONEMP, policy and guidance correspondence on all elements of the TACS and provide comment as appropriate to USAFE/A3Y and PACAF/A3A. The liaison shall provide feed back to USAFE/A3Y and PACAF/A3A on all issues of interest to USAFE and PACAF. Feed back will be in the form of Trip reports, formal meeting minutes, or informal email or telecom feed back. Liaison will develop staff correspondence, as directed by ACC/A3C.

Minimum-security requirement for contractors supporting this requirement is Secret. Desired security level is TS/SCI to allow the liaison to represent PACAF and USAFE viewpoints to the AOC compartmented Requirements Working Group.

SERVICE DELIVERY SUMMARY.

Performance Objective	SOW para	Performance Threshold
Configuration Management	1.3.1.1.1	AOC configuration control process (CCP) developed and executed with 80% of changes implemented per CCP timelines AOC system configuration and readiness known and reportable with 95% accuracy. Monthly Configuration Report delivered by the 5 th day of the month with 95% accuracy.
Systems Operations, Integration and Engineering Support	1.3.1.1.2	AOC TBMCS and other systems functional 75% of the time or, problem(s) identified with a fix and estimated repair time 20% of the time. AOC operator on-line (logged in, information available (database and networks) and applications working) 95% of the time. AOC classified systems available 95+% of the time. AOC unclassified systems available 90% of the time. System Information Attack Report delivered by the 5 th day of the month with 95% accuracy.
Information Assurance	1.3.1.1.3	Security patches for operating systems, applications and networks installed prior to required implementation dates established by AFCERT – 100% System accreditation accomplished within CCP timelines 90% of the time
ISR Training	1.3.1.2	95% of 603d ISR/ AOC SOPs and TTPs developed, documented and current (annual review). Courseware developed and current with ISR/ AOC SOPs and TTPs. 85% of ISR/ AOC personnel trained. 100% of AOC personnel records (AF 797) accurately reflect intelligence/operations training.
Other 603d AOC Training	1.3.1.2.2	95% of 603d AOC SOPs and TTPs developed, documented and current (annual review). Courseware developed and current with AOC SOPs and TTPs. 85% of AOC personnel trained. 100% of AOC personnel

		records (AF 797) accurately reflect division-appropriate training
Exercise Planner	1.3.1.3.1	95% of plans, orders and TPFDDs developed and reviewed in time to support exercises. Ensure exercises are optimized to meet AOC objectives.
Information Operations Training and Support	1.3.1.3.3	IOST systems operational 95% of the time. 95 % of IOST personnel trained and certified.
Unit Deployment Manager	1.3.1.3.4	Performance Objective: Monthly SORTS, DRRS and ART combat readiness reports. Performance Threshold: All monthly readiness reports submitted to commander for approval a minimum of two days prior to higher-headquarter suspense; all reports accurately reflect status of unit's personnel, equipment and training. SORTS and ART reports accurately report and posture 100% of assigned personnel against unit's DOC-tasked Unit Type Code (UTC), 7FVXU (286 positions), as well as 100% of Direct Supporting Unit's personnel (603 ACOMS), UTC 7FVXM (73 positions). Performance Objective: Unit Pre-Deployment Readiness and Reintegration Performance Threshold: 100% of pre-deployment training and requirements are completed one week before all personnel deploy, with required travel orders handed to individuals a minimum of two days prior to deploying. For re-deploying personnel, 100% of re-integration requirements are completed within one week of return. Review all mobility readiness folders for discrepancies each quarter, with all discrepancies cleared within one month of review. 100% of personnel taskings received via the unit's TPFDD are either filled or reclamation-ed within 72 hours. Performance Objective: Use CMAS to manage and validate unit's MPA man-day program Performance Threshold: 90% of CMAS requests made by supporting Guard and Reserve units are validated within 48 hours. Maintain spreadsheet which tracks allocated, assigned and remaining war effort and constant steady state man-days for each fiscal year.
Info Sharing/Web Page	1.3.1.3.5	All unclassified and classified web pages current (99% current) and AFI compliant (100%)
TBMCS Database Manager	1.3.1.3.6	TBMCS Database 95% accurate. MAAPTK able to interface with databases 95% of the time. 100% of ATO publishing errors resolved.
Requirements Support	1.3.1.4.1	95% of briefings and background papers for USAFE AOC requirements, operation concepts, resourcing,

		systems, schedules (training and operations), roadmaps (way aheads) and architectures are current.
HQ ACC liaison	1.3.1.4.3	95% of briefings and background papers for USAFE AOC requirements, operation concepts, resourcing, systems, schedules (training and operations), roadmaps (way aheads) and architectures are current. USAFE positions are current at ACC and ACC impacts to USAFE AOC are communicated with 24 hours.
PARTS Report	1.3.9	95% accuracy of yearly expenditures in a Program Analysis and Resource Tracking System. 90% on time delivery of report not later than the third working day of each month, for data through the end of the previous month.
Staff Note	1.3	95% completion within 7 working days after completion of analysis. NTE 5 pages, NTE 3 total per calendar month.
Technical Note	1.3	95% completion within 14 working days after completion of analysis. NTE 25 pages, NTE 5 total per calendar month.
Analysis Document	1.3	95% completion within 30 working days after completion of analysis. NTE 25 pages, NTE 1 total per calendar month.
Presentation Materials	1.3	95% completion within 14 working days after completion of analysis. NTE 10 pages, NTE 5 total per calendar month.